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### **MS-4787: Abba Hillel Silver Papers, 1902-1989.**

Series I: General Correspondence, 1914-1969, undated.

Sub-series A: Alphabetical, 1914-1965, undated.

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Bureau of Jewish Education, financial statements and related  
correspondence, 1928-1929.

July 5th, 1928.

Dr. J. Slawson,  
c/o Jewish Welfare Federation,  
507 Hanna Bldg.,  
Cleveland, Ohio.

My dear Dr. Slawson:-

I have just received a copy of  
the Revised Objectives and Underlying Bases of  
Jewish Education.

I do not approve of article one  
for reasons which I indicated at the meeting  
which I attended at the Excelsior Club.

With kindest regards, permit me  
to remain

Very sincerely yours,

AHS/IR



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THE BUREAU OF  
JEWISH EDUCATION  
813 ULMER BUILDING  
CLEVELAND

Telephone, MAin 7857

July  
30  
1928

ALFRED H. SACHS,  
EXECUTIVE DIRECTOR  
A. H. FRIEDLAND,  
EDUCATIONAL DIRECTOR

Rabbi A. H. Silver  
The Temple  
Cleveland, Ohio

Dear Rabbi Silver:

I am inclosing herewith ~~the~~ several checks for signature which kindly return to our office in the within inclosed envelope.

The seventh payment to the Bank was already made on the 15th of this month. We also paid the Hebrew Schools their full subsidy for the month. The Council of Jewish Women have already received \$6000 and will receive the other \$3000 during October, November, and December.

During the next five months we need approximately \$20,000 for our budgetary needs. We now have a balance of approximately \$2000. We therefore must collect \$18,000 during the five months in order to make good the budget. There are still many large items on which no payments have been made at all and some such items on which one-half is due. There are at least 1500 items of small amounts outstanding which are gradually being collected. After several trials, I think I have succeeded in getting a competent person to do the collection of last years money, also the possible renewals of this year that were not pledged this year during the campaign, on a 15% basis. I hope to have some good results from that. I am personally following up all the large items, or such as need special care. *We are also billing monthly, of course.*

The joint Jewish Education Committee will not meet again until sometime in September. In the meantime, the Study Committee is having meetings to agree on the presentation of factual material. If you have had a chance to read Dr. Slawson's summary & report, may I have your opinion in reference to same? This report is, of course, not the final one, since same will be written up after all the deliberations of the Committee. I understand that Mr. A. Garber is not quite satisfied with all the recommendations. He is personally satisfied to have the Federation take over the burden of financing the Hebrew Schools. He does not believe it desirable, however, to have a unified Jewish Education system under the control of a city-wide representative Board which would include all elements in Jewish life. It seems he would prefer to have the Hebrew Schools go on as they are with himself as the Board, and the Federation or the Bureau to raise money for him, so that he might be left alone to create the deficits.



I am taking my vacation during the month of August. If you want to reach me, please do so through the girl in the office or directly at R.D. 28, Hiram, Ohio, telephone Hiram 310. In order to keep in touch with the office and keep things going, I shall, however, be in the office every Monday during the month.

Miss Marks is still at the Mt. Sinai Hospital. I have paid her for the first two weeks of her illness, and the check that I am now issuing is in payment of her vacation period. Under the circumstances, and in view of the Bureau's shortage of funds, I suppose that is all we can do for her in a financial way. I hope that she will be well soon, though, and come back to work. Miss Saperstein, who is temporarily taking Miss Marks' place, is now in charge of the office.

With kindest regards, I am

Cordially yours,

*Alfred H. Sachs*

EXECUTIVE DIRECTOR

AHS\*S  
ENC.





# The Jewish Welfare Federation

507 Hanna Building  
Prospect and East 14th Streets  
Cleveland

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1780  
Phone: Superior 1781  
1782

Dear Rabbi Silver:

The Committee appointed to meet with the Executive Officers of the Community Fund for the purpose of arriving at some basis of support of the newly Affiliated Agencies by the Fund, has a report to make to the Executive Committee of the Federation.

A Meeting for the purpose is therefore called for Friday Noon, September 21st at 12 o'clock in the private Dining Room of the Armchair Club at the Hollenden Hotel, and you are urgently requested to be present as matters of very great importance are to be discussed.

Very truly,

*Mrs. Sieg. Herzog*  
Chairman.

Rabbi A H Silver  
The Temple  
E 105 th & Ansel Rd  
Cleveland, O

Sept. 18, 1928.



THIS SIDE OF CARD IS FOR ADDRESS



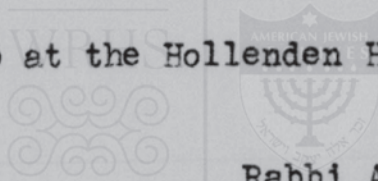
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The Jewish Welfare Federation

507 Hanna Building

Cleveland, Ohio



I plan to attend  
the Meeting of the Executive Committee  
to be held on Friday, September 21st at 12 o'clock  
at the Armchair Club at the Hollenden Hotel.



---

Rabbi A H Silver

*Will you please return this advice Promptly?*

# *The Bing Co.*

COMPLETE FURNISHERS  
OF SUCCESSFUL HOMES

522-528 PROSPECT AVE.

CLEVELAND, OHIO

September 26, 1928

Rabbi A. H. Silver,  
President,  
Bureau of Jewish Education,  
Ulmer Building,  
Cleveland, O.

Dear Rabbi Silver:

In reply to the announcement of the meeting of the Bureau of Jewish Education on September 27th, I regret to inform you that I am unable to continue my further activities as an officer and member of the Board. For some months other responsibilities have been growing to such an extent that I feel I must sacrifice some of my activities in order to conserve my time and strength.

I wish to express to yourself personally and through you to the Board, my appreciation for the opportunity which has been given me during the past years to learn the details of our problem of Jewish Education, and to be in contact with the progress of this work.

It is with considerable regret that I feel the necessity of this action, and assure you that the cause of Jewish Education can claim my help whenever I am in position to serve.

Respectfully,

*Louis S. Bing*

LSB:JM



Oct. 1st, 1928.

Mr. Alfred H. Sachs,  
Bureau of Jewish Education,  
Ulmer Bldg.,  
Cleveland, Ohio.

My dear Mr. Sachs:-

I am enclosing herewith the check for The Cleveland Hebrew Schools and Institute signed. I am retaining all the others in view of the fact that you say that you are several hundred dollars short.

Please send this check to the Talmud Torah people at once. The other items will have to wait a few days.

With kindest regards, I am

Very sincerely yours,

AHS/IR



# *The Bing Co.*

COMPLETE FURNISHERS  
OF SUCCESSFUL HOMES

522-528 PROSPECT AVE.

CLEVELAND, OHIO

October 4, 1928

Rabbi A. H. Silver,  
President,  
Bureau of Jewish Education,  
The Temple,  
Cleveland, O.

Dear Rabbi Silver:

My notice of the meeting of the joint committee of the Jewish Welfare Federation and the Bureau of Jewish Education of October 12th, has been received, and I am writing to you to inquire whether you wish me to continue on this committee, or if you wish to appoint a substitute, in view of my resignation from the Bureau.

I hope that you will communicate with me, instructing me to the best interests of the Bureau.

Yours truly,

*Louis S. Bing Jr.*

LSB:JM



October 5th, 1928.

Mr. Louis S. Bing Jr.,  
522 Prospect Ave.,  
Cleveland, Ohio.

My dear Louis:-

If it is at all possible for you I would appreciate very much if you would continue to serve on the Joint Committee of the Jewish Welfare Association and the Bureau of Jewish Education. It would be almost useless to send in a substitute at this late hour when most of the conferences have already been held. I understand that two or three more meetings will complete the work of this committee.

We have not as yet had a meeting of the Bureau so that your resignation has not been officially presented. I would request that you withhold it until the completion of our negotiations with the Welfare Association.

With kindest regards and best wishes to Lucille and to you, permit me to remain

Very sincerely yours,

AHS/IR



# The Jewish Welfare Federation

507 Hanna Building  
Prospect and East 14th Streets  
Cleveland

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1780  
Phone: Superior 1781  
1782

October 15, 1928

Rabbi A H Silver  
The Temple  
Cleveland

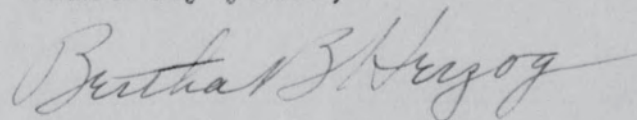
Dear Rabbi Silver:

The discussion of the financial status of the Bureau and the Talmud Torahs will be continued on Thursday, October 18, at 12:00 M, at the Armchair Club.

The fact-finding committee, to which was added Mr Bing, were instructed to prepare a statement of the financial status of the Bureau and the Talmud Torahs as of the end of 1929, and the same committee was requested to devise ways and means of liquidating the deficit of \$40,000 which the Talmud Torahs may still have at the end of 1929.

Please return the enclosed card indicating your intention of attending the meeting.

Sincerely yours,



Mrs Sieg Herzog, President  
The Jewish Welfare Federation

(encl.)



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507 Hanna Building  
Prospect and East 14th Streets  
Cleveland

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1780  
Phone: Superior 1781  
1782

October 22, 1928

Rabbi A H Silver  
The Temple  
Cleveland

Dear Rabbi Silver:

Please note on your calendar that the meeting of the Joint Jewish Education Committee has been set for Thursday, November 1st, at 12:00 M, at the Armchair Club.

At that time the fact-finding committee will present its final report of the study.

Hoping to see you with us, I am

Sincerely yours,

*Bertha B. Herzog*

Mrs Siegmund Herzog, President  
The Jewish Welfare Federation



CLEVELAND HEBREW SCHOOL AND INSTITUTE  
2491 EAST 55TH STREET  
CLEVELAND, O.

November  
Fourteen  
1928

Rabbi A. H. Silver,  
The Temple,  
Ansel Rd. & E. 105th St.,  
City

Dear Rabbi:

It gives me great pleasure to inform you that you were elected Director of the Cleveland Hebrew School and Institute at its annual meeting, which was held Wednesday evening, November 7th, at the Jewish Center.

Knowing of your interest in Jewish education, I am sure you will take part in helping the Cleveland Hebrew Schools in their work to promote Jewish education in our community.

The first meeting of the newly elected Board will be held Monday, November 19th, at 8:00 P.M., at the Jewish Center Dining Hall.

At this meeting various plans for the Director's activities for the ensuing year will be submitted and discussed. It is very important that every Director should attend this meeting. I, therefore, urge you to make every effort to be present.

Sincerely yours,

THE CLEVELAND HEBREW SCHOOL & INST.

*Arnon Garber,* President.



Nov. 16th, 1928.

The Cleveland Hebrew School & Institute,  
2491 East Fifty-fifth Street,  
Cleveland, Ohio.

Gentlemen:-

I have received your letter of November fourteenth informing me that I have been elected a Director of the Cleveland Hebrew School and Institute. I regret to say that I do not desire to serve on your Board.

With kindest regards, I am

Very sincerely yours,

AHS/IR



Nov. 30th, 1928.

Mr. Jacob S. Pearlstien,  
Jewish Welfare Federation,  
Hanna Bldg.,  
Cleveland, Ohio.

My dear Mr. Pearlstien:-

I am enclosing herewith a summary of the Hebrew School Emergency Campaign. You will note that up to October 31st less than \$3500. was collected by the Talmud Torah after five months of strenuous campaigning and not \$4500. as you stated in our last conference.

You will also be interested in knowing that 74 people out of 179 who pledged to both campaigns of the Bureau and of the Talmud Torah still owe the Bureau \$1324. And that 43 people who paid to the Talmud Torah campaign still owe the Bureau \$786. It is clear that many of the contributors to the Talmud Torah campaign regard their new pledge as a cancellation of the old pledge to the Bureau. I am afraid that when the figures are all in that we will discover that the tumult <sup>of the</sup> shouting of the last Talmud Torah campaign has netted in actual new money but an insignificant amount.

Please return the enclosed statement to me.

With kindest regards, I am

Very sincerely yours,

AHS/IR



AHS. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.

CONCLUSIONS AND RECOMMENDATIONS  
of the  
Joint Jewish Education Committee

December 14, 1928

1. The changing mode and philosophy of Jewish social service is now showing a definite trend towards a more constructive program of positive Jewish values transcending the spheres of pure philanthropy or palliative effort. Federations are coming to realize that they are communal instruments for the expression of the creative forces that come from within the Jewish group; that the reason for existence and opportunity for service lie in their leadership of those forces that direct, move and elevate the spiritual and cultural content of Jewish life. Jewish education is one of these forces.

The Cleveland Jewish Welfare Federation long ago recognized the possibilities for such constructive program. It is no more a financial Federation only. It coordinates institutions and their work thru functional conferences; it sets and raises standards by means of a research department; and by the inclusion of the Orthodox agencies in its fold and by inviting unaffiliated agencies to participate in its work - it is unifying the community. Only Jewish Education is still outside of its fold and thus outside of its direct sphere of influence and endeavor.

The Bureau of Jewish Education is less likely to succeed when it appeals to the public for the support of Jewish Education on the basis of community-wide responsibility independently and apart from the Federation. A body of recognized authority to speak for the community at large is needed. The Federation is that recognized authority.

The recent development and success of the double-barrel method of financing Federation work shows that affiliation with the local Community Fund is no more a valid reason for delegating the task of financing Jewish Education to a separate and independent body.

The Committee therefore recommends that the Bureau of Jewish Education join the Federation as an agency engaged in the general field of Jewish education and be subject to the Federation's control in accordance with its general statutes and regulatory powers.

2. The Committee is of the opinion that a federation set-up of a central agency for Jewish Education, such as the Bureau is today, does not present the best means for the promotion of Jewish Education as a community enterprise.

The Committee, therefore, recommends that the Bureau of Jewish Education be reorganized, representing a cross-section of community interests in Jewish Education and under one united Board.

This Board should establish a united school system, meeting the various educational needs of the community. It should be coordinated by an educational director responsible to the united Board. In order to safeguard certain specific and well recognized points of view, such as represented by the Hebrew and Sunday Schools, these types of schools should function thru sub-committees made up of people who reflect the philosophies and sentiments of those groups. These sub-committees should be autonomous in matters of curriculum and educational method but always subject to control of the Bureau with respect to financial expenditures for operations and capital account development.

All fiscal and administrative control - the right to allocate and disburse funds; to incur liabilities; to buy, sell or rent real estate and equipment, etc. - should be centralized in the Bureau of Jewish Education, working thru a single finance committee and a centralized office under one executive head.



3. The most urgent and immediate need is to stabilize the finances.

Balancing the budget is the first step. Taking as a basis the income of the last two years - \$62,500 in 1927, and \$59,000 in 1928 - the budget for 1929 should not exceed \$60,000. A study of needs of the schools and the Bureau indicates that the \$60,000 would maintain the schools on a status quo basis; that is, maintain the present number of Hebrew and Sunday schools, and even allow a slight increase in enrollment. If it appears that this cannot be done, a policy of retrenchment should be adopted rather than incurring a new deficit.

The success of any effort to balance the budget will be seriously hampered, and even made impossible, unless the date of the annual campaign is moved back so as to precede the fiscal year by at least one month.

Attention is directed to the Matzo business. It is not a proper function for an educational institution to engage in any commercial undertaking for the purpose of deriving income for the schools. Furthermore, the alleged net profit is only an illusion. It is recommended that this business be discontinued. The energy applied to more direct and established forms of fund raising is likely to yield more substantial returns.

4. At the end of 1928 there will be an accumulated deficit of about \$50,000, of which \$37,000 will be due teachers. There are two ways in which this deficit must be liquidated.

(a) We recommend the sale of the E 55th Street property for two reasons: (1) as a means of liquidating the present mortgage indebtedness and deficit; and (2) as a means of reducing the operating expense.

The maintenance of the E 55th Street Building is an unnecessary burden on the community. It cost (in 1928) \$4500, \$2000 of which at least could be saved if it were closed. The drop in the enrollment does not justify the continuance of that building as a school house and it is too costly to maintain it as a storage house for the Matzo business. The continuous occupancy of the building is conducive to delay in selling it.

(b) Assuming a realization of \$25000 on a sale of the E 55th Street property over the mortgage indebtedness (\$27750), the deficits of the Hebrew Schools will then be cut to approximately \$26500. We propose to repay this deficit at the rate of \$5000 a year.

A minimum of \$5000 should be set aside each year. This sum should be considered as a first lien against the returns of the next and every subsequent campaign until the debt is paid off. If more than \$60,000 is raised, the surplus should also be applied towards liquidating the deficit. In other words, every effort should be made to concentrate on paying off the debts before any new work, improvements, or expansion is contemplated.

5. It is further recommended that the Federation be requested to assist in carrying out the plan of reorganization of the Bureau. On or soon after completion of the reorganization the Bureau should join the Federation. The Bureau should then conduct the 1929 campaign independently and proceed to stabilize its finances and otherwise coordinate the work of the educational institutions in accordance with the above recommendations. In the meantime the Federation should proceed to find ways and means for financing Jewish Education with a view of relieving the Bureau of its fund raising function by 1931.



COMMENTS AND NOTES  
ON THE SUGGESTED BUDGET FOR 1929

1. Hebrew Schools - Income: Every effort should be made to encourage payment of tuition fees thru parents without the use of solicitors and collectors.

Matzo income (\$9000) is eliminated - it is too costly if rent and clerical charges were applied.

Emergency campaign (\$4500) - cannot be relied upon for continual income.

Monthly Dues are too costly to collect under present collection system.

2. The Budget contemplates a consolidation of the fund raising, (until 1931) administrative, and educational supervision in a single office.

The reduction in the budget is effected by cuts in the administrative expense. There was in 1928, an expense of \$9600 for salaries to administrative heads of the Bureau and Hebrew Schools. The two offices are combined and a salary of \$4000 is allowed (saving \$5600).

Savings are effected thru consolidation of the bookkeeping, clerical and auditing items (\$4000). The total amount spent in 1928 by the Bureau, Hebrew Schools, Religious Schools, and the Jewish Teachers' Institute, for office supplies, telephone, printing, etc., (including fund raising) amounted to \$5200. This is reduced to \$3000 (saving \$2200).

Much of the campaign expense can be eliminated by continuous attention, the year round, to development of support for the Bureau thru personal volunteer effort. The items charged against fund raising are included in the general item of "office supplies, etc."

3. The budget does not take into account maintenance costs, (\$2000) interest on mortgage, taxes (\$2000) and amortization of the mortgage (\$3000) on the E 55th Street Building. It is recommended that same be closed and sold. Thus there is a saving of \$4000 in the housing and maintenance item, and \$3000 in the capital account item.
4. The appropriations to the schools for teachers' and principals' salaries and likewise for central educational supervision, are based on a status quo basis.
5. The Committee is of the opinion that the Hebrew Schools spend much effort and expense in doing things of too small detail and of little significance to the larger purposes of the work, i.e. matzo business and collection of monthly dues. Expenditures connected with the above operations are so distributed in other accounts as to make it impossible to estimate them; particularly the matzo business to which practically no overhead expense account is charged.



TABLE I  
SUGGESTED BUDGET FOR THE REORGANIZED BUREAU OF JEWISH  
EDUCATION FOR 1929  
(See Comments and Notes)

| INCOME                                 |                 |                 |                     |                     |
|----------------------------------------|-----------------|-----------------|---------------------|---------------------|
| 1. Community Support                   |                 |                 |                     | \$ 60,000.00        |
| 2. From Religious Schools              |                 |                 |                     |                     |
| (a) Balance from 1928                  | \$1,153.73      |                 |                     |                     |
| (b) Tuition fees                       | <u>1,000.00</u> |                 |                     | 2,153.73            |
| 3. Jew. Teach. Inst. Balance of 1928   |                 |                 |                     | 20.81               |
| 4. Hebrew Schools                      |                 |                 |                     |                     |
| (a) Tuition fees                       | 31,000.00       |                 |                     |                     |
| (b) Bar Mitzva                         | <u>150.00</u>   | \$              | 31,150.00           |                     |
| (c) Monthly dues                       | 3,500.00        |                 |                     |                     |
| (d) Donations                          | 250.00          |                 |                     |                     |
| (e) Judea                              | 1,200.00        |                 |                     |                     |
| (f) " Mt. Pleasant                     | <u>500.00</u>   |                 | 5,450.00            |                     |
| (g) Rentals                            | 1,200.00        |                 |                     |                     |
| (h) Miscellaneous                      | <u>200.00</u>   |                 | 1,400.00            | 38,000.00           |
| Total Income                           |                 |                 |                     | <u>\$100,174.54</u> |
| EXPENDITURES                           |                 |                 |                     |                     |
| 1. Teachers' & Principals' Salaries    |                 |                 |                     |                     |
| Hebrew Schools                         |                 | 35,000.00       |                     | 42,000              |
| Religious Schools                      |                 | 4,900.00        |                     |                     |
| Hebrew Teachers' Institute             |                 | 7,700.00        |                     |                     |
| Jewish Teachers' Institute (Seminar)   |                 | <u>250.00</u>   |                     | 47,850.00           |
| 2. Educational Supervision             |                 |                 |                     |                     |
| Director                               |                 | 7,000.00        |                     | 4900                |
| Supervisor of Religious Schools        |                 | 1,500.00        |                     | 1500                |
| Supervisor of Jew. Teach. Inst.        |                 | 250.00          |                     |                     |
| Investigator                           |                 | 1,200.00        |                     | 6400                |
| Secretary                              |                 | 940.00          |                     | 250                 |
| Educational Material                   |                 |                 |                     |                     |
| (a) Hebrew Schools                     | 250.00          |                 |                     |                     |
| (b) Religious Schools                  | 250.00          |                 |                     | 6850                |
| (c) Jew. Teach. Institute              | <u>100.00</u>   | 600.00          | 11,490.00           | 110                 |
| 3. Housing & Maintenance of Schools    |                 |                 |                     | 6760                |
| (E. 55th St. Building) (not included)  |                 |                 |                     |                     |
| Hebrew Schools                         | 11,200.00       |                 |                     |                     |
| Hebrew Teachers' Institute             | 1,300.00        |                 |                     |                     |
| Religious Schools                      | <u>110.00</u>   |                 | 12,610.00           |                     |
| 4. Administration                      |                 |                 |                     |                     |
| Salaries: Manager                      |                 | 4,000.00        |                     |                     |
| Bookkeeper                             |                 | 1,920.00        |                     |                     |
| Auditor                                |                 | 200.00          |                     |                     |
| Clerical help                          |                 | 1,700.00        |                     |                     |
| Collectors                             |                 | 2,800.00        |                     |                     |
| Rent                                   |                 | 1,200.00        |                     |                     |
| Office: -printing, postage, tel., etc. |                 | <u>3,000.00</u> | 14,820.00           |                     |
| 5. General                             |                 |                 |                     |                     |
| (a) Interest on loans                  |                 | 840.00          |                     |                     |
| (b) Amortization of Mortgages:         |                 |                 |                     |                     |
| Lakeview                               |                 | 840.00          |                     |                     |
| Kinsman                                |                 | <u>2,700.00</u> | 4,380.00            |                     |
| Total Expenditures                     |                 |                 | 91,150.00           |                     |
| Surplus                                |                 |                 | <u>9,024.54</u>     |                     |
| Total Income                           |                 |                 | <u>\$100,174.54</u> |                     |



TABLE II a.

ASSETS & LIABILITIES  
Bureau of Jewish Education

|                                                       | Estimate for<br>Dec. 31, 1928 |
|-------------------------------------------------------|-------------------------------|
| <u>ASSETS</u>                                         |                               |
| Due on Unpaid Pledges                                 | \$ 7,000.00                   |
| Equipment - Cost                                      |                               |
| General office; Ex. Educ. Dept. &<br>School Equipment | 3,600.00                      |
| Petty Cash Fund                                       | 20.00                         |
| Book Inventory                                        | 50.00                         |
| TOTAL ASSETS                                          | <u>10,670.00</u>              |
| <u>LIABILITIES</u>                                    |                               |
| Notes Payable                                         | <u>\$ 3,000.00</u>            |

TABLE II b.

ASSETS & LIABILITIES  
Hebrew School

|                                  | End of<br>1928      |
|----------------------------------|---------------------|
| <u>ASSETS</u>                    |                     |
| Cash in Bank (Building Fund)     | \$ 176.14           |
| <u>Buildings</u>                 |                     |
| 55th Street - Cost               | 58,000.00           |
| - Improvements                   | 12,000.00           |
| Lakeview - Cost                  | 30,841.38           |
| - Improvements                   | 6,098.51            |
| Kinsman                          | 20,000.00           |
| Escrow (Parkwood)                | 500.00              |
|                                  | <u>\$127,616.03</u> |
| <u>General</u>                   |                     |
| School Equipment                 | 5,000.00            |
| Books                            | 2,000.00            |
| Petty Cash Fund                  | 50.00               |
|                                  | <u>134,666.03</u>   |
| <u>LIABILITIES</u>               |                     |
| <u>Mortgages</u>                 |                     |
| 55th Street                      | 27,750.00           |
| Lakeview                         | 12,740.00           |
| Kinsman                          | 13,900.00           |
|                                  | <u>54,390.00</u>    |
| <u>Accumulated Deficit</u>       |                     |
| Bank overdraft                   | -                   |
| Salaries                         | 35,062.15           |
| Creditors                        | 1,500.00            |
| Bank                             | 12,000.00           |
| Matzo Account                    | 500.00              |
| Building Fund Matzo Debt         | 2,500.00            |
|                                  | <u>51,562.15</u>    |
| Total Obligations                | <u>105,952.15</u>   |
| TOTAL ASSETS                     | 134,666.03          |
| TOTAL OBLIGATIONS                | <u>105,952.15</u>   |
| NET ASSETS                       | 28,713.88           |
| <u>TOTAL ACCUMULATED DEFICIT</u> |                     |
| Bureau                           | 3,000.00            |
| Hebrew Schools                   | <u>51,562.00</u>    |
|                                  | <u>54,562.00</u>    |



TABLE III  
Operating Statement for 1928 and Budget for  
1929 (under consolidated plan)

HEBREW SCHOOLS AND INSTITUTE

| <u>INCOME</u>                          | 1928         | 1929<br>(See Table I) |
|----------------------------------------|--------------|-----------------------|
| From Tuition fees                      | \$ 30,269.16 | \$ 31,150.00          |
| Monthly dues                           | 2,782.20     | 3,500.00              |
| Donations                              | 243.75       | 250.00                |
| Judea                                  | 1,300.00     | 1,200.00              |
| Judea - Mt Pleasant                    | 200.00       | 500.00                |
| Emergency Campaign                     | 4,500.00     |                       |
| Matzo sale                             | 9,000.00     |                       |
| Rentals                                | 3,439.43     | 1,200.00              |
| Miscellaneous                          | 212.06       | 200.00                |
| Loans (Matzo Acct.)                    | 500.00       |                       |
| Building Fund                          | 4,415.15     |                       |
| Total                                  | 56,861.75    | 38,000.00             |
| From the Bureau                        | 25,000.00    |                       |
|                                        | 81,861.75    |                       |
| 1928 Deficit                           | 2,500.65     |                       |
|                                        | 84,362.40    |                       |
| <u>EXPENDITURES</u>                    |              |                       |
| Teachers & Principals Salaries         | 37,033.08    | 35,000.00             |
| Housing of elementary schools          | 16,374.76    | 11,200.00             |
| Heb. Teach. Inst.-Salaries of Teachers | 7,559.98     | 7,700.00              |
| "    "    "    Housing                 | 717.95       | 1,300.00              |
| Administration - Manager               | 3,600.00     |                       |
| Bookkeeper                             | 1,800.00     | 1,920.00              |
| Auditor                                | 245.00       | 200.00                |
| Clerks                                 | 1,662.02     | 1,700.00              |
| Collectors                             | 2,741.65     | 2,800.00              |
| Office supplies, tel., etc.            | 1,181.00     | 500.00                |
| Educ. Supervision - Director           | 7,000.00     | 7,000.00              |
| Secretary                              | 677.50       | 940.00                |
| Investigator                           | 1,100.00     | 1,200.00              |
| Office supplies, tel. etc.             | 510.00       | 500.00                |
| Books & Equipment                      | 65.50        | 250.00                |
| General - Interest on loans            | 1,093.96     | 840.00                |
| Payment of loan to Bank                | 1,000.00     |                       |
| Mortgages - Lakeview                   |              | 840.00                |
| Kinsman                                |              | 2,700.00              |
| E. 55th St.                            |              |                       |
| Total Expenditures                     | 84,362.40    | 76,590.00             |



TABLE IV  
Operating Statement for 1928 and Budget for 1929  
(Under Consolidated Plan)  
Religious Schools

| INCOME                     | 1928     | 1929         |
|----------------------------|----------|--------------|
| Balance from previous year |          | 1,153.73     |
| Tuition fees               | 775.00   | 1,000.00     |
| From Bureau                | 9,000.00 |              |
|                            | 9,795.00 | 2,153.73     |
| EXPENDITURES               |          |              |
| Teachers' Salaries         | 4,986.45 | 4,900.00 (1) |
| Supervisor                 | 950.00   | 1,500.00     |
| Rentals                    | 1,859.82 | 110.00 (2)   |
| Postage                    | 100.00   | 100.00       |
| Printing                   | 500.00   | 400.00       |
| Educational Material       | 225.00   | 250.00       |
| Total                      | 8,621.27 | 7,260.00     |
| Balance                    | 1,153.73 |              |

Notes:- (1) Mrs Reich suggests possibility of combining C.E.A. Saturday and Sunday Schools and saving in cost of operation.  
(2) Rentals paid to Hebrew Schools are omitted.

TABLE V  
Operating Statement for 1928 and Budget for 1929  
(Under Consolidated Plan)  
Jewish Teachers' Institute

| INCOME                            | 1928   | 1929   |
|-----------------------------------|--------|--------|
| From Bureau                       | 619.50 | 600.00 |
| Balance from 1928                 |        | 20.81  |
|                                   | 619.50 | 620.81 |
| EXPENDITURES                      |        |        |
| Supervisor                        | 250.00 | 250.00 |
| Seminar                           | 250.00 | 250.00 |
| Printing, Postage & Miscellaneous | 98.69  | 100.00 |
|                                   | 598.69 | 600.00 |
| Balance                           | 20.81  |        |
| Total                             | 619.50 | 600.00 |



TABLE VI  
Operating Statement of Bureau of Jewish Education  
for 1928 and Budget for 1929 (under a consolidated plan)

| INCOME            | 1928                | 1929                |
|-------------------|---------------------|---------------------|
| Community Support | \$ 59,000.00        | \$ 60,000.00        |
| Deficit - 1928    | 3,296.17            | -                   |
| Total             | <u>\$ 62,296.17</u> | <u>\$ 60,000.00</u> |

| EXPENDITURES                        |                  |                 |
|-------------------------------------|------------------|-----------------|
| Appropriations:                     |                  |                 |
| Hebrew Schools                      | \$ 25,000.00     |                 |
| Religious Schools                   | 9,000.00         |                 |
| Jewish Teachers' Institute          | 619.50           |                 |
| Extension Education                 | <u>1,850.00</u>  |                 |
| Administration:                     |                  |                 |
| Salaries: Director                  | 6,000.00         | 4,000.00        |
| Secretary & clerks                  | 2,473.49         |                 |
| Collector                           | 682.17           |                 |
| Auditor                             | 345.00           |                 |
| Rent:                               | 1,200.00         | 1,200.00        |
| Office, Printing, Post., tel., etc. | 3,037.06         | 1,500.00        |
| Annual dinner and promotion         | 595.60           |                 |
| General: Interest on loans          | 172.51           |                 |
| Repayment of loans to Bank          | 10,000.00        |                 |
| Overdraft from previous year        | <u>1,320.84</u>  |                 |
|                                     | <u>62,296.17</u> | <u>6,700.00</u> |

TABLE VII  
RECAPITULATION  
Operating Statements of All Schools and Bureau for  
1928 and Suggested Budget for 1929 (under consolidated plan)

| INCOME                                                                | 1928              | 1929              |
|-----------------------------------------------------------------------|-------------------|-------------------|
| Bureau                                                                | \$ 59,000.00      | \$60,000.00       |
| Hebrew Schools                                                        | 56,861.75         | 38,000.00         |
| Religious Schools                                                     | 775.00            | 1,000.00          |
| Jewish Teachers Institute                                             | -                 | -                 |
|                                                                       | <u>116,636.75</u> | <u>99,000.00</u>  |
| Balance in the Religious Schools & Jewish Teachers Institute Fund     |                   | 1,174.54          |
|                                                                       | <u>116,636.75</u> | <u>100,174.54</u> |
| Add: Bureau 1928 Deficit                                              | 3,296.17          |                   |
| Hebrew Schools 1928 Deficit                                           | <u>2,500.65</u>   |                   |
|                                                                       | <u>122,433.57</u> |                   |
| Deduct: 1928 Surplus of Religious Schools & Jewish Teachers Institute | <u>1,174.54</u>   |                   |
|                                                                       | <u>121,259.03</u> |                   |
| EXPENDITURES                                                          |                   |                   |
| Bureau - Administration                                               | 14,505.83         | 6,700.00          |
| Repayment of loans                                                    | 11,320.84         |                   |
| Extension Education                                                   | 1,850.00          |                   |
| Hebrew Schools                                                        | 84,362.40         | 76,590.00         |
| Religious Schools                                                     | 8,621.27          | 7,260.00          |
| Jewish Teachers Institute                                             | <u>598.69</u>     | <u>600.00</u>     |
|                                                                       | <u>121,259.03</u> | <u>91,150.00</u>  |



TABLE VIII

HEBREW SCHOOLS  
Building Fund Account  
Receipts and Disbursements  
Nov. 21, 1917 to Dec. 31, 1928

|                                              | Nov. 21, 1917<br>to<br>Dec. 31, 1923 | Jan. 1, 1924<br>to<br>Dec. 31, 1928 | Total<br>1917-1928 |
|----------------------------------------------|--------------------------------------|-------------------------------------|--------------------|
| 1. <u>Bank Balance</u> , beginning of period | \$ 253.39                            | \$ 10,023.07                        | \$ 253.39          |
| <u>Receipts</u>                              |                                      |                                     |                    |
| 2. Subscriptions                             | 46,355.06                            | 405.00                              | 46,760.06          |
| 3. Building Committee                        | 5,407.92                             |                                     | 5,407.92           |
| 4. Bequests                                  | 200.00                               |                                     | 200.00             |
| 5. Donations - Judea                         | 5,435.66                             | 4,314.24                            | 9,749.90           |
| 6. Sales of property                         | 33,994.93                            | 16,736.50                           | 50,731.43          |
| 7. Mortgages                                 |                                      | 18,000.00                           | 18,000.00          |
| 8. General Fund                              | 11,723.46                            | 2,700.00                            | 14,423.46          |
| 9. Loans from Individuals                    | 1,000.00                             |                                     | 1,000.00           |
| 10. Loans from Matzo Acct.                   |                                      | 3,000.00                            | 3,000.00           |
| 11. Program "ads"                            | 921.50                               |                                     | 921.50             |
| 12. Interest                                 | 195.54                               | 1,649.49                            | 1,845.03           |
| 13. Miscellaneous                            | 78.36                                |                                     | 78.36              |
| 14. Fire Loss Funds                          |                                      | 5,039.03                            | 5,039.03           |
| 15. Rent                                     |                                      | 80.00                               | 80.00              |
| 16. Total Receipts                           | 105,312.43                           | 51,924.26                           | 157,236.69         |
| 17. Funds to account for                     | 105,565.82                           | 61,947.33                           | 157,490.08         |
| <u>Disbursements (deduct)</u>                |                                      |                                     |                    |
| 18. Purchase of property                     | 39,995.22                            | 6,229.37                            | 46,224.59          |
| 19. Remodeling Buildings                     | 14,033.82                            | 587.13                              | 14,620.95          |
| 20. Construction of buildings                |                                      | 6,143.75                            | 6,143.75           |
| 21. Furniture & fixtures                     | 6,784.10                             |                                     | 6,784.10           |
| 22. Mortgage payments                        | 8,190.00                             | 8,444.71                            | 16,634.71          |
| 23. Payment on loans-to Gen. Fund            | 17,925.85                            | 31,691.40                           | 49,617.25          |
| 24. " " " to individuals                     | 250.00                               |                                     | 250.00             |
| 25. " " " to Matzo Acct.                     |                                      | 4,000.00                            | 4,000.00           |
| 26. General - Interest                       | 5,284.89                             | 892.59                              | 6,177.48           |
| 27. " library; Equip. & books                | 1,037.15                             |                                     | 1,037.15           |
| 28. " Insurance                              | 530.87                               |                                     | 530.87             |
| 29. " Stationery & printing                  | 486.81                               |                                     | 486.81             |
| 30. " Campaign                               | 296.00                               | 178.00                              | 474.00             |
| 31. " Program & printing                     | 250.00                               |                                     | 250.00             |
| 32. " Fuel, Light & Heat                     | 180.73                               | 33.82                               | 214.55             |
| 33. " Janitor                                | 87.50                                |                                     | 87.50              |
| 34. " Signs                                  | 79.00                                |                                     | 79.00              |
| 35. " Taxes                                  |                                      | 379.47                              | 379.47             |
| 36. " Fire loss Replacement                  |                                      | 3,142.05                            | 3,142.05           |
| 37. " Miscellaneous                          | 130.81                               | 48.90                               | 179.71             |
| 38. Total Disbursements                      | 95,542.75                            | 61,771.19                           | 157,313.94         |
| 39. Bank Balance                             | 10,023.07                            | 176.14                              | 176.14             |



TABLE IX  
HEBREW SCHOOLS  
Schedule of Attendance and Teachers' Salaries  
(per month as of October, 1928)

| Schools                          | Pu-<br>pils | No. of        |                 | Salaries      |                 | Total       |
|----------------------------------|-------------|---------------|-----------------|---------------|-----------------|-------------|
|                                  |             | Teach-<br>ers | Princi-<br>pals | Teach-<br>ers | Princi-<br>pals |             |
| E. 55th Street                   | 110         | 2             | 1               | \$ 60.00      | \$ 83.33        | \$ 143.33   |
| Lakeview                         | 250         | 5             | 1               | 235.00        | 135.00          | 370.00      |
| Columbia                         | 225         | 3             | 1               | 255.00        | 160.00          | 415.00      |
| Jewish Center                    | 390         | 6             | -               | 564.00        | -               | 564.00      |
| Heights Temple                   | 105         | 2             | 1               | 85.00         | 166.67          | 251.67      |
| Kinsman                          | 144         | 3             | 1               | 90.00         | 125.00          | 215.00      |
| Mt. Pleasant                     | 240         | 5             | 1               | 145.00        | 110.00          | 255.00      |
| Rickoff                          | 170         | 4             | 1               | 105.00        | 140.00          | 245.00      |
| Bar Mitzva Instructor            |             | 1             | -               | 115.00        | -               | 115.00      |
| Total Elementary<br>Schools      | 1634        | 31            | 7               | \$1,654.00    | 920.00          | \$ 2,574.00 |
| Hebrew Teachers<br>Institute     | 100         | 4             | 1               | 355.00        | 250.00          | 605.00      |
| Guards and school<br>secretaries |             | 5             |                 |               |                 | 70.00       |

TABLE X  
SUNDAY SCHOOLS  
Schedule of Attendance and Teachers' Salaries  
(per session as of April, 1928)

| Schools                           | Classes | Pu-<br>pils | Teach-<br>ers | Princi-<br>pals | Teachers'<br>Salaries | Principals'<br>Salaries |
|-----------------------------------|---------|-------------|---------------|-----------------|-----------------------|-------------------------|
| Mt Pleasant<br>Sat. C.E.A.        | 16      | 207         | 6             | 1               | \$ 21.70              | \$ 5.00                 |
| Mt Pleasant<br>Sun. C.E.A.        | 19      | 297         | 7             | 1               | 18.70                 | 5.00                    |
| E. 55th Street<br>(Sat.) H.S.     | 10      | 106         | 4             | 1               | 15.90                 | 5.70                    |
| Lakeview H.S.                     | 11      | 237         | 5             | 1               | 16.40                 | 5.70                    |
| Columbia H.S.                     | 15      | 197         | 6             | 1               | 17.10                 | 5.70                    |
| St Clair                          | 3       | 76          | 3             | 1               | 4.50                  | 3.00                    |
| Specials                          | -       | -           | -             | -               | 7.00                  | -                       |
| TOTAL per Session                 | 74      | 1120        | 31            | 6               | \$ 101.10             | \$30.10                 |
| Total Salaries for<br>38 Sessions |         |             |               |                 | \$3,841.80            | \$1,143.80              |

Comment: Mrs. Reich suggests possibility of combining C.E.A. Saturday and Sunday Schools, and effecting some economy.



REVISED  
OBJECTIVES AND UNDERLYING BASES OF JEWISH EDUCATION

1. Enrichment of human personality is the basis for all socialized effort. The aim of Jewish education is the conservation and enrichment of:
  - a. The personality of the individual Jew.
  - b. Jewish group life.
2. The conservation and enrichment of the personality of the individual Jew may be best secured thru the retention of Jewish group identity.
3. Some of the values resulting from the retention of Jewish group identity are:
  - a. Integration into minority group which makes for balanced personality of individual members of that group.
  - b. Contact and experience with more than one culture which tends to broaden outlook of the individual.
  - c. Contribution of the Jewish Group to civilization.
  - d. Safeguarding the welfare of the various segments of world Jewry.
4. Means of integrating the child into life of Jewish group.
  - a. Transmit heritage and attitudes of group.
  - b. Habituate child to partake in group experience.
5. Significant elements in Jewish group heritage:
  - a. History.
  - b. Religion.
  - c. Language.
  - d. Literature.
  - e. Customs and traditions.
  - f. Weltanschauung - social philosophy, attitudes, and conduct.
  - g. Art.
  - h. Music.
6. Objectives of habituating process.
  - a. Conduct consistent with Jewish weltanschauung as expounded by Prophets and Jewish social thinkers.
  - b. Active identification with causes expressive of these ideals.
  - c. Participating in communal organization.
  - d. Affiliation with religious institutions.
  - e. Knowing language of ethnic group.
  - f. Reading of group literature.
  - g. Keeping informed of events pertaining to the Jewish people all over the world.
  - h. Active interest in the welfare of Jewish communities here and abroad.
  - i. Concerning oneself with the upbuilding of a spiritual and cultural center in Palestine.
7. An ideal of a well integrated Jewish community:

"We perceive a community great in numbers, mighty in power, enjoying life, liberty and the pursuit of happiness; true life, not mere breathing space; full liberty, not mere elbow room, real happiness,



not that of pasture beasts; actively participating in the civic, social and economic progress of the country, fully sharing and increasing its spiritual possessions and acquisitions, doubling its joys, halving its sorrows; yet deeply rooted in the soil of Judaism, clinging to its past, working for its future, true to its traditions, faithful to its aspirations, one in sentiment with their brethren wherever they are, attached to the land of their fathers as the cradle and resting place of the Jewish spirit; men with straight backs and raised heads, with big hearts and strong minds, with no conviction crippled, with no emotion stifled, with souls harmoniously developed, - - receiving and resisting, not yielding like wax to every impress from the outside, but blending the best they possess with the best they encounter; not a horde of individuals, but a set of individualities, adding a new note to the richness of American life, leading a new current into the stream of American civilization; not a formless crowd of taxpayers and voters, but a sharply marked community, distinct and distinguished, trusted for its loyalty, respected for its dignity, esteemed for its traditions, valued for its aspirations. - - "



Israel Friedlaender



He asked me to permit my name to  
~~be~~ be on the R. P. I told him that  
in view of what had transpired - I could  
not accept the office.





MEMORANDUM OF COMPARATIVE FIGURES OF JEWISH EDUCATION  
PRACTICE IN TEN CITIES (New York, Chicago, Philadelphia, Cleveland,  
Boston, Pittsburg, Baltimore, Newark, St. Louis, and Cincinnati)\*  
(Series 1)

| I EXTENT OF SERVICE                                                                                                                                                                                      | Numerical Rank<br>of Cleveland<br>Among Ten Large<br>Cities |                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------|
|                                                                                                                                                                                                          | Per Cent                                                    |                      |
| A. Children of total Jewish child population<br>of school age receiving a Jewish educa-<br>tion (including duplicates)                                                                                   | 48.3                                                        | 2                    |
| Children of total Jewish child population<br>of school age receiving education in<br>elementary Jewish education schools                                                                                 | 47.5                                                        | 2                    |
| Children of total Jewish child population<br>of school age receiving education in<br>Chedarim & Private Schools                                                                                          | 0.8                                                         | 10                   |
| B. Children of total Jewish child population<br>of school age receiving education in Jew-<br>ish elementary education schools - Total                                                                    | 47.5                                                        | 2                    |
| In Weekday Hebrew Schools of Total<br>Jewish child population                                                                                                                                            | 15.8                                                        | 4                    |
| In Yiddish Weekday schools of Total<br>Jewish child population                                                                                                                                           | 0.8                                                         | 8                    |
| In Jewish parochial schools of total<br>Jewish child population                                                                                                                                          | -                                                           | -                    |
| In Sabbath & Sunday Schools of Total<br>Jewish child population                                                                                                                                          | 30.9                                                        | 1                    |
| C. Children of total elementary Jewish school<br>enrollment in:                                                                                                                                          |                                                             |                      |
| Hebrew weekday schools                                                                                                                                                                                   | 33.3                                                        | 8                    |
| Yiddish weekday schools                                                                                                                                                                                  | 1.8                                                         | 8                    |
| Sabbath & Sunday Schools                                                                                                                                                                                 | 64.9                                                        | 3                    |
| Parochial                                                                                                                                                                                                | -                                                           | -                    |
| Total                                                                                                                                                                                                    | 100.0                                                       |                      |
| Percentage enrollment in weekday schools<br>is of total enrollment in elementary<br>Jewish schools (including Yiddish) in<br>five large cities;-New York, Chicago,<br>Philadelphia, Boston and Cleveland | 35.1                                                        | 5 (last<br>position) |

II INCOME SOURCES

| Percentage Distribution of Total Income Received by Sources                                              |                  |                  |
|----------------------------------------------------------------------------------------------------------|------------------|------------------|
| A Tuition fees                                                                                           | 22.9             | 8                |
| Local Sources                                                                                            | 43.1             | 5                |
| Central Communal Sources                                                                                 | 34.0             | 3                |
| Total                                                                                                    | 100.0            |                  |
| Percentage Income from Tuition is of<br>Cost in Communal Weekday Schools<br>(eight cities only compared) | 35.0             | 4 (8 cities)     |
| Income from central communal sources                                                                     | 1923<br>\$16,000 | 1927<br>\$72,000 |

\*Compilation based on 1927 study by David I Cedarbaum, Bureau of  
Jewish Education, New York City.



5000

|                                                                                                           | <u>Per Cent</u> | <u>Numerical Rank<br/>of Cleveland<br/>Among Ten Large<br/>Cities</u> |
|-----------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------------|
| III EXPENDITURES                                                                                          |                 |                                                                       |
| B. Total Expenditures per capita of Jewish population for Jewish education (all forms, including temples) | \$ 2.33         | 6                                                                     |
| Percentage Distribution of Total Expenditures by Type of Activity                                         |                 |                                                                       |
| a. Elementary Jew. education schools                                                                      | 82.0            | 4                                                                     |
| b. Private & Chedarim (elementary)                                                                        | 3.7             | 9                                                                     |
| c. Secondary & Higher Schools & teacher training                                                          | 2.4             | 9                                                                     |
| d. Extension, supervision, coordination & research                                                        | 11.9            | 3 or 4                                                                |
|                                                                                                           | 100.0           |                                                                       |
| Percentage Distribution of Cost of Elementary Jewish Education by Type of School                          |                 |                                                                       |
| Hebrew Weekday Schools                                                                                    | 64.0            | 10                                                                    |
| Yiddish Weekday Schools                                                                                   | 1.7             | 8                                                                     |
| Sabbath & Sunday Schools                                                                                  | 34.3            | 2                                                                     |
| Parochial Schools                                                                                         | -               | -                                                                     |
|                                                                                                           | 100.0           |                                                                       |
| Median Salary of Teachers in Weekday Schools (comparison of nine cities)                                  | \$1100          | 9 (last)                                                              |



# The Jewish Welfare Federation

507 Hanna Building  
Prospect and East 14th Streets  
Cleveland

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**Rabbi A H Silver**  
**The Temple**  
**Cleveland.**

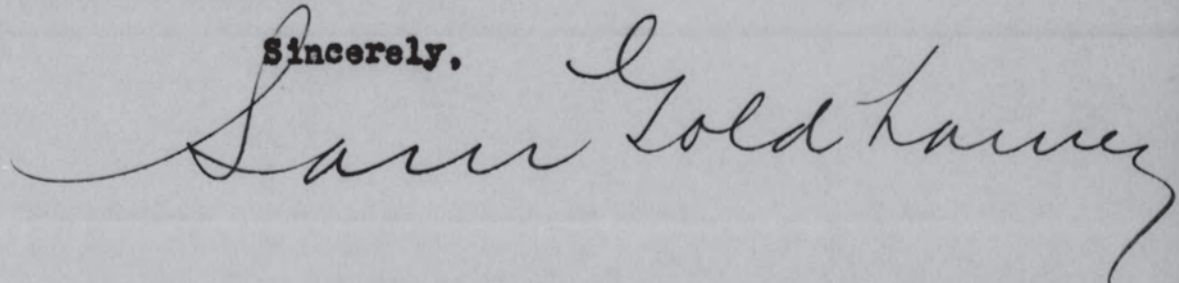
**Dear Rabbi:**

If the attached statement by the Federation on behalf of Jewish Education is satisfactory, it has had the approval of Mrs. Herzog and Mr Flesheim, and may be sent out with the Bureau's bills.

I would, of course, be glad to have you make any changes you like in the phraseology or general set-up of the statement. However, in the present situation, it would be inadvisable to make any reference to a future program of the Bureau or its constituents, or a change in the Federation's relationship.

With kindest regards, I am,

Sincerely,



December 28, 1928.



Jan. 10th, 1929

Mr. Harry L. Glucksman,  
Exec. Dir. Jewish Welfare Board,  
354 Fourth Ave.,  
New York City, N. Y.

My dear Mr. Glucksman:-

The Cleveland Board of Jewish Education is planning to launch its 1929 campaign for funds some time in March or April. Someone has informed us that the Jewish Welfare Board has on its staff some trained men who undertake just this type of work. I wonder if this is so.

Would you favor us with detailed information as to the men who are doing this work, charges, etc.

The Cleveland Bureau of Jewish Education supports all existing Talmud Torahs and all the free Sabbath schools, as well as two teachers training schools.

With kindest regards, permit me  
to remain

Very sincerely yours,

AHS/TR



**JEWISH WELFARE BOARD**  
**NATIONAL OFFICE**  
**71 WEST 47<sup>th</sup> STREET**  
**NEW YORK CITY**



January  
14  
1929

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Rabbi Abba Hillel Silver,  
The Temple,  
E. 105th St. at Ansel Road,  
Cleveland, Ohio.

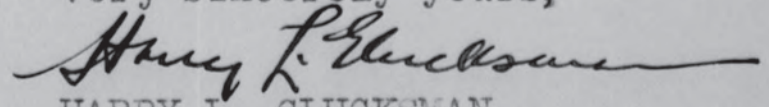
Dear Rabbi Silver:

I have your letter of January 10th,  
and regret very much that we cannot co-  
operate with you in the matter of the  
1929 campaign of the Cleveland Board of  
Jewish Education. We do have a campaign  
department, which necessarily confines its  
activities to the constituent societies of  
the Board. In fact, we have more commit-  
ments arising from our obligations to these  
organizations than our limited staff is  
able to meet.

If you are interested in our recommend-  
ing qualified campaign directors to you,  
please let me know and I shall be glad to  
take up the matter and advise you.

With cordial regards, I remain

Very sincerely yours,

  
HARRY L. GLUCKSMAN  
Executive Director



Jan. 17th, 1929.

Mr. Harry L. Gluckman,  
Jewish Welfare Board,  
71 West 47th St.,  
New York, N. Y.

My dear Mr. Gluckman:-

Thank you very much for your kind  
letter of January 14th. I shall be very happy  
to receive any suggestions as to campaign directors  
from you.

With kindest regards, permit me  
to remain

Very sincerely yours,

AHS/IR



February  
Twenty-fifth  
1929.

Edward J. Schweid, Secretary,  
Independent Order B'nai B'rith,  
322 Hickox Bldg.,  
Cleveland, Ohio.

My dear Mr. Schweid:-

Last year the B'nai B'rith graciously volunteered its cooperation to the Bureau of Jewish Education in the very important work in which it is engaged. I recall that during our last campaign the B'nai B'rith was represented by a special contingent of campaign workers.

The Bureau is launching its 1929 campaign on March 31st. The organization work will begin at once under the direction of Mr. Coons, who you will recall conducted our Orphanage drive a few months ago. We have engaged professional service this year in the hope of making our 1929 campaign the most successful in our history. We wish to know exactly what the Cleveland Jewish Community wishes to do for Jewish education so that we might plan our future course accordingly.

The success of our campaign will depend upon our ability to enroll 250 men in the campaign organization. Can the B'nai B'rith undertake to give us 30 workers - men who will actually give the week of the 31st for persistent and aggressive campaigning? No one man will be given more than ten cards. But these cards must be covered and the volunteer who undertakes this work must be ready to attend meetings during the week of the campaign.

We will keep these men in a separate B'nai B'rith division and we will feature the contribution of the B'nai B'rith Lodge to the cause.

I would greatly appreciate an early reply from you.

With kindest regards, permit me to remain

Very sincerely yours,

AHS/IR



JOSEPH LUSTIG  
LESTER OKUM  
PHILIP LUSTIG

LUSTIG, OKUM & LUSTIG ,  
ATTORNEYS AT LAW  
420 LEADER BUILDING  
CLEVELAND

MAIN 7890

March 21, 1939

Rabbi Abba H. Silver  
The Temple  
Ansel Road  
Cleveland, Ohio

My dear Rabbi:-

I have your letter of March 20th for which I thank you. Perhaps my zeal to obtain prominent speakers for my club has over-reached my good judgment.

One side of the proposition you advanced interests me. Ever since I left the navy in 1919 I have always been working for some Jewish institutions or organizations, and admit I have benefited considerably, in fact, this association helped me get through school.

In extending the offer of my services, I feel it is an opportunity to reciprocate for the many advantages the Jewish organizations have given to me.

In the forecoming campaign for the Bureau of Jewish Education, I shall be glad to lend to the campaign whatever of value I can, also be a worker, and also get twenty Jewish young men to volunteer to solicit prospects in this campaign. However, I feel the need of more information to interest the twenty volunteer workers whom I shall try to get. No doubt you have some additional information to offer. Whatever you have asked me to do will gladly be done, without expecting you to fulfill the engagement about which I have imprudently troubled you.

With kindest regards, I remain

Sincerely yours,

*Philip Lustig*

PL:BP



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March 24th, 1929.

Mr. Philip Lustig,  
420 Leader Bldg.,  
Cleveland, Ohio.

My dear Philip:-

I am delighted to learn that you will undertake to get twenty volunteers to assist us in the great educational campaign beginning March 31st. I have asked Mr. Isidor Coons, who is the Director of the campaign, to send you some literature as well as to invite you to the meeting of all the team captains Wednesday noon. You will undoubtedly hear from him.

I am delighted at the fine way in which you responded to my appeal. My end of the contract still holds good. If you ever want me to deliver an address before your body I stand ready to do so.

With kindest regards, I am

Very sincerely yours,

AHS/IR



Room 404, 71 W. 47 St.  
New York, N. Y.

March 26, 1929

Dear Dr. Silver:

A small conference of about 20 persons is being called to consider various aspects of Jewish life and education to determine what can be done to interest our youth and to consider principles and policies which would be helpful to that end.

Incidentally, an opportunity is afforded, by the generosity of a gentleman interested in the subject to obtain an expression of views by an essay contest for a \$10,000 prize, outlined in the enclosed paper.

You are hereby invited to attend this conference on Sunday, April 7 at 3:00 at the City Club, 55 West 44 St., New York City.

It is hoped that the conferees will help in considering these subjects and give expression to their views, and that a plan may be evolved far reaching in its effects which will enable the Jewish Community of America to work constructively for the attainment of the above objects.

There is to be no publicity concerning the meeting and it is requested that this communication be considered confidential.

Will you kindly advise whether you expect to attend. An envelope is enclosed for your reply.

Yours very sincerely,

Nathan Isaacs  
Irving Lehman  
Solomon Lowenstein  
Solomon Solis Cohen



Room 404, 71 West 47 St.  
New York, N. Y.

March 27, 1929

Dear Dr. Silver:

A small conference of about 20 persons is being called to consider various aspects of Jewish life and education to determine what can be done to interest our youth and to consider principles and policies which would be helpful to that end.

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Yours very sincerely

Nathan Isaacs  
Irving Lehman  
Solomon Lowenstein  
Solomon Solis Cohen

Dr. Abba H. Silver  
1435 East 106 Street  
Cleveland, Ohio



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MEETING SUNDAY=

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THE BUREAU OF JEWISH EDUCATION

140 FIFTH AVENUE

NEW YORK CITY

71 West 47th Street

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| DR. MORDECAI SOLTES, | NEW YORK     |

May 10, 1929

Dr. Abba Hillel Silver  
1485 East 106th Street  
Cleveland, Ohio

Dear Dr. Silver:

About a month ago you received a letter, a copy of which I enclose.

The meeting was devoted to a discussion of the offer of Mr. Rosenwald to give the sum of \$10,000 in prizes to those who will write the best essay on "How Jewish Spiritual Life in America Can Be Stimulated". At the end of the meeting a committee was appointed for the purpose of drafting an outline which would give to the contestants for the prize an idea of the scope of the subject to be covered by them in the essay. I was asked to act as chairman of the committee. The chairman of the meeting has appointed you a member of the committee, if you will accept to serve. The other members of the committee are: Dr. Samuel Schulman, Dr. Solomon Lowenstein, Dr. De Sola Pool and Mr. M. J. Karp.

I have called a meeting of the committee for Thursday, May 16th at 4 P. M. in the Leo Sulzberger Memorial Room, the Federation Building, 71 West 47th Street, New York City, for the purpose of formulating this outline and also to discuss the necessary procedure.

Enclosed you will please find a copy of a set of questions which I prepared in order to give the members of the committee something to criticize. If you can be present we will all be delighted to have you with us. If not will you be good enough to make your criticisms on the set of questions sent to you and return them to me so that we can take your suggestions into consideration.

Very sincerely yours,

*S. Benderly*



May 14th, 1929.

Dr. S. Benderly,  
71 West 47th St.,  
New York, N. Y.

My dear Dr. Benderly:-

Permit me to thank you for your letter of May 10th. I am sorry that I shall not be able to attend the meeting on Thursday. The notice came too late for me to keep that day free.

I shall be very happy to serve on your committee. From the enclosed letters it is not clear to me whether this essay contest is to be open to young people or to adults. I assume that adults are meant.

I would suggest that the contestants be advised to make their essays as concrete and as constructive as possible, omitting the purely theoretic discussions concerning the philosophy of Jewish life, or whether Judaism can survive in the diaspora, or whether it can adjust itself to the modern viewpoint, etc. etc. Nothing can be gained by having restatements of the many conflicting points of view on Jewish life which are already in the field and which will probably never be reconciled.

The contest should be predicated on the assumption that there exists a well-defined historic Jewish group in America which lives a full and variegated life and which wishes to continue as a distinct group in American life. Our problem is how to insure its continuity and how to realize the highest and noblest potentialities of that group.

Some of the questions therefore which you indicate in the copy which you sent me such as 7, 9, 11 and 14 are distinctly relevant to this problem. Many of the others are not.

Let us also remember that the subject of



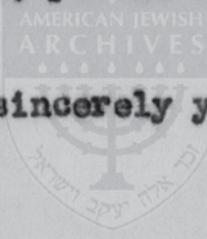
the essay which has been agreed on is "How Jewish Spritual Life in America Can Be Stimulated." As I understand it Jewish spiritual life is not at all a synonym for Jewish education or for the so-called "Jewishness" now in vogue. There are many Jewish educational institutions in our country which no more stimulate spirituality in the lives of young people than do the secular public schools. They are schools for the teaching of the Hebrew language or of Jewish nationalism which in themselves are no more spiritual than the German language or German nationalism. Perhaps the contestants ought to be advised of what in a general way, is meant by the term 'the Jewish spiritual life.'

I hope to be able to attend the next meeting.

With kindest regards, permit me to remain

Very sincerely yours,

AHS/IR





# The Jewish Welfare Federation

Hanna Building  
Prospect and East 14th Streets  
Cleveland

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Max Simon  
J. Soglovitz  
B. A. Spanye  
Oscar H. Steiner  
Wm. C. Treuhaft  
Jac. Wolpaw

8176  
Phone: Cherry 8177  
June 27, 1929 8178

Dear Member:

A meeting of the Joint Study Committee of Jewish Education will be held Wednesday noon, July 3rd, at the Hollenden Hotel.

At the last meeting of this Committee, held December 19, 1928, at the Excelsior Club, the conclusions and recommendations which were then discussed were referred back to the Fact-finding Committee for redrafting Section 2 pertaining to the matter of the reorganization of the Bureau of Jewish Education in accordance with certain proposals made by Mr Grossman. This Committee met on December 31 and drafted a formula in accordance with the above instructions.

In the meantime, it was thought advisable that the original recommendations together with this new formula be submitted to the Administrative Committee of the Talmud Torahs for consideration. It was hoped that the Administrative Committee would, after some study, indicate whether such proposals are acceptable to them or draft some other recommendations.

To date we have not heard from the Administrative Committee. It is, therefore, deemed advisable that the report of the Fact-finding Committee as drafted at their last meeting on December 31, 1928, be now submitted to the Joint Study Committee for consideration, and an effort be made to bring the study to a close.

We are enclosing herewith the draft of the original report, dated December 14, and a copy of the draft prepared by the Fact-finding Committee on December 31 for your study. You will undoubtedly want to compare the two prior to the meeting.

Please return the enclosed postcard indicating your attendance at this meeting.

Very truly yours,

*Mrs. Siegmund Herzog*  
(MRS) SIEGMUND HERZOG, Chairman  
Joint Study Committee



QUESTIONS THAT INDICATE THE SCOPE OF THE  
ROSENWALD PRIZE ESSAY  
(15,000 to 50,000 words?)

- X 1. What should the aim of Jewish life in America be?
- X 2. Can a system of Jewish living that reckons with the difference in view point among all those who desire to remain Jews be termed solely religious? If not, what should it be termed?
- X 3. Shall this Jewish life, by whatever term it is defined, be premised on the self sufficiency of the Diaspora, or is the restoration of Palestine to be an integral part of it?
- X 4. If the Palestine idea is to be an integral part of American Judaism, in what way should that relationship be defined?
- X 5. Can Judaism adjust itself sufficiently to the modern view point and environment without losing its identity?
- X 6. What can we learn for this purpose from the experience of Reform Judaism, Conservative Judaism and Neo-Orthodoxy in this country?
- ✓ 7. In the Jewish agencies at our disposal to bring about this desired adjusted American Judaism, what should be the relative tasks, both qualitatively and quantitatively, which we should assign to the home, the synagogue, the school, philanthropy, communal organization and public opinion?
- ✓ 8. In view of the great change that has come about in the home life of this generation, and in further



consideration of the fact that the bulk of American raised Jewish women are inadequately informed on Jewish matters, how can the Jewish home be re-Judaized in order to carry out the task assigned to it?

- ✓9. In the task assigned to the synagogue, how is it to reckon, on the one hand, with the fact that prayer in these days has with most people become casual or occasional, and, on the other hand, that it is becoming increasingly difficult to have the congregation assemble on the Sabbath day?
- X10. In view of the apparent increasing difficulty that the synagogue has in attracting the younger as well as the more intellectual elements, and in consideration of the additional fact that the Rabbi's duties are becoming more comprehensive and complex, is there not need for a revision both of the method of selecting the rabbinic personnel as well as the course pursued in their training?
- ✓11. There is a common belief that it is impossible to establish an adequate system of Jewish education in this country because the public school absorbs the bulk of the learning time of the child. It is also felt that the present Jewish Sunday School system, which consists of 35 sessions a year, is totally inadequate. Does the solution of the Jewish educational problem then lie in the establishment of a Jewish Parochial school system, or can we take advantage of the fact that the child attends



public school 190 days a year, still leaving available at least 150 days with sufficient free time to make possible an adequate system of Jewish education?

- X 12. In view of the totally inadequate provision made for Jewish education during the past 40 years, with the result that we now have a very large number of adults who are largely ignorant on Jewish matters, what system of Jewish education for adults can be devised that will in a measure correct this deficiency and prevent its further extension?
- X 13. Shall the evolution and coordination of a system of Jewish education in this country be the charge of the national synagogue organizations, or shall Jewish education be a communal responsibility in view of the varied opinions on Jewish life and the subsidy which each community must give to Jewish educational activities?
- ✓ 14. In view of the fact that the necessary centralization of the collection of funds for philanthropic purposes diminishes the contact between the contributors and the activities, thereby making charity impersonal, what method can be devised whereby Jewish philanthropy may yet contribute its share to the upbuilding and maintenance of the Jewish consciousness in America?
- X 15. Will it be possible for American Jewry to progress adequately without the creation of a general flexible organization in each community which shall comprise all Jewish activities, whether of philanthropic, educational, synagogal, or of a self-defence character?



OBJECTIVES AND UNDERLYING BASES OF JEWISH EDUCATION  
(Final)

1. The aim of Jewish education is the conservation, and development of:
  - a. The Jewish people.
  - b. The personality of the individual Jew.
2. The conservation, development and enrichment of the personality of the individual Jew may be best secured thru the retention of Jewish group identity.
3. Some of the values resulting from the retention of Jewish group identity are:
  - a. Integration into minority group which makes for balanced personality of individual members of that group.
  - b. Contact and experience with more than one culture which tends to broaden outlook of the individual.
  - c. Contribution of the Jewish Group to civilization.
  - d. Safeguarding the welfare of the various segments of world Jewry.
4. Means of integrating the child into life of Jewish group.
  - a. Transmit heritage and attitudes of group.
  - b. Habituate child to partake in group experience.
5. Significant elements in Jewish group heritage:
  - a. History.
  - b. Religion.
  - c. Language.
  - d. Literature.
  - e. Customs and traditions.
  - f. Weltanschauung - social philosophy, attitudes, and conduct.
  - g. Art.
  - h. Music.
6. Objectives of habituating process.
  - a. Conduct consistent with Jewish weltanschauung as expounded by Prophets and Jewish social thinkers and as related to modern life and thought.
  - b. Active identification with causes expressive of these ideals.
  - c. Participating in communal organization.
  - d. Affiliation with religious institutions.
  - e. Knowing language of ethnic group.
  - f. Reading of group literature.
  - g. Keeping informed of events pertaining to the Jewish people all over the world.
  - h. Active interest in the welfare of Jewish communities here and abroad.
  - i. Keeping informed of the progress and development of Palestine.



7. An ideal of a well integrated Jewish community:

"We perceive a community great in numbers, mighty in power, enjoying life, liberty and the pursuit of happiness; true life, not mere breathing space; full liberty, not mere elbow room, real happiness, not that of pasture beasts; actively participating in the civic, social and economic progress of the country, fully sharing and increasing its spiritual possessions and acquisitions, doubling its joys, halving its sorrows; yet deeply rooted in the soil of Judaism, clinging to its past, working for its future, true to its traditions, faithful to its aspirations, one in sentiment with their brethren wherever they are, attached to the land of their fathers as the cradle and resting place of the Jewish spirit; men with straight backs and raised heads, with big hearts and strong minds, with no conviction crippled, with no emotion stifled, with souls harmoniously developed, - - - receiving and resisting, not yielding like wax to every impress from the outside, but blending the best they possess with the best they encounter; not a horde of individuals, but a set of individualities, adding a new note to the richness of American life, leading a new current into the stream of American civilization; not a formless crowd of taxpayers and voters, but a sharply marked community, distinct and distinguished, trusted for its loyalty, respected for its dignity, esteemed for its traditions, valued for its aspirations. - - -"



Israel Friedlaender



CONCLUSIONS AND RECOMMENDATIONS  
of the  
Joint Jewish Education Committee

December 14, 1928

1. The changing mode and philosophy of Jewish social service is now showing a definite trend towards a more constructive program of positive Jewish values transcending the spheres of pure philanthropy or palliative effort. Federations are coming to realize that they are communal instruments for the expression of the creative forces that come from within the Jewish group; that the reason for existence and opportunity for service lie in their leadership of those forces that direct, move and elevate the spiritual and cultural content of Jewish life. Jewish education is one of these forces.

For  
Federation  
and  
Bureau

The Cleveland Jewish Welfare Federation long ago recognized the possibilities for such constructive program. It is no more a financial Federation only. It coordinates institutions and their work thru functional conferences; it sets and raises standards by means of a research department; and by the inclusion of the Orthodox agencies in its fold and by inviting unaffiliated agencies to participate in its work - it is unifying the community. Only Jewish Education is still outside of its fold and thus outside of its direct sphere of influence and endeavor.

The Bureau of Jewish Education is less likely to succeed when it appeals to the public for the support of Jewish Education on the basis of community-wide responsibility independently and apart from the Federation. A body of recognized authority to speak for the community at large is needed. The Federation is that recognized authority.

The recent development and success of the double-barrel method of financing Federation work shows that affiliation with the local Community Fund is no more a valid reason for delegating the task of financing Jewish Education to a separate and independent body.

The Committee therefore recommends that the Bureau of Jewish Education join the Federation as an agency engaged in the general field of Jewish education and be subject to the Federation's control in accordance with its general statutes and regulatory powers.

2. The Committee is of the opinion that a federation set-up of a central agency for Jewish Education, such as the Bureau is today, does not present the best means for the promotion of Jewish Education as a community enterprise.

The Committee, therefore, recommends that the Bureau of Jewish Education be reorganized, representing a cross-section of community interests in Jewish Education and under one united Board.

This Board should establish a united school system, meeting the various educational needs of the community. It should be coordinated by an educational director responsible to the united Board. In order to safeguard certain specific and well recognized points of view, such as represented by the Hebrew and Sunday Schools, these types of schools should function thru sub-committees made up of people who reflect the philosophies and sentiments of those groups. These sub-committees should be autonomous in matters of curriculum and educational method but always subject to control of the Bureau with respect to financial expenditures for operations and capital account development.

All fiscal and administrative control - the right to allocate and disburse funds; to incur liabilities; to buy, sell or rent real estate and equipment, etc. - should be centralized in the Bureau of Jewish Education, working thru a single finance committee and a centralized office under one executive head.



3. The most urgent and immediate need is to stabilize the finances.

Balancing the budget is the first step. Taking as a basis the income of the last two years - \$62,500 in 1927, and \$59,000 in 1928 - the budget for 1929 should not exceed \$60,000. A study of needs of the schools and the Bureau indicates that the \$60,000 would maintain the schools on a status quo basis; that is, maintain the present number of Hebrew and Sunday schools, and even allow a slight increase in enrollment. If it appears that this cannot be done, a policy of retrenchment should be adopted rather than incurring a new deficit.

The success of any effort to balance the budget will be seriously hampered, and even made impossible, unless the date of the annual campaign is moved back so as to precede the fiscal year by at least one month.

Attention is directed to the Matzo business. It is not a proper function for an educational institution to engage in any commercial undertaking for the purpose of deriving income for the schools. Furthermore, the alleged net profit is only an illusion. It is recommended that this business be discontinued. The energy applied to more direct and established forms of fund raising is likely to yield more substantial returns.

4. At the end of 1928 there will be an accumulated deficit of about \$50,000, of which \$37,000 will be due teachers. There are two ways in which this deficit must be liquidated.

- (a) We recommend the sale of the E 55th Street property for two reasons: (1) as a means of liquidating the present mortgage indebtedness and deficit; and (2) as a means of reducing the operating expense.

The maintenance of the E 55th Street Building is an unnecessary burden on the community. It cost (in 1928) \$4500, \$2000 of which at least could be saved if it were closed. The drop in the enrollment does not justify the continuance of that building as a school house and it is too costly to maintain it as a storage house for the Matzo business. The continuous occupancy of the building is conducive to delay in selling it.

- (b) Assuming a realization of \$25000 on a sale of the E 55th Street property over the mortgage indebtedness (\$27750), the deficits of the Hebrew Schools will then be cut to approximately \$26500. We propose to repay this deficit at the rate of \$5000 a year.

A minimum of \$5000 should be set aside each year. This sum should be considered as a first lien against the returns of the next and every subsequent campaign until the debt is paid off. If more than \$60,000 is raised, the surplus should also be applied towards liquidating the deficit. In other words, every effort should be made to concentrate on paying off the debts before any new work, improvements, or expansion is contemplated.

5. It is further recommended that the Federation be requested to assist in carrying out the plan of reorganization of the Bureau. On or soon after completion of the reorganization the Bureau should join the Federation. The Bureau should then conduct the 1929 campaign independently and proceed to stabilize its finances and otherwise coordinate the work of the educational institutions in accordance with the above recommendations. In the meantime the Federation should proceed to find ways and means for financing Jewish Education with a view of relieving the Bureau of its fund raising function by 1931.